

D-R-A-F-T  
JAB:jmc  
6 April 1960

12. Without further <sup>consideration</sup> ~~development~~ and criticism of the many conceptual inconsistencies in the survey report, we would like to move on to recommendations which have been generated by our review. In the first place, we recognize the need for formulation of specific policy on career development. This, we feel, could be accomplished by a Career Development Board appointed by the DCI, and with representative members from the Office of Personnel, Office of Training, the DD/I, the DD/P, and the DD/S. The Board's action should be limited to policy formulation, and the implementation made the responsibility of existing organizational units in the Agency by direction from the DCI.

13. The policies formulated by the Board should include a statement of objectives relating to over-all Agency needs for capable employees. The individual employee needs in a career -- involving psychological, economic, and social factors -- must be taken into account. The problem of compartmentalization of organizational units and the effects on the development of individuals through rotational assignments must be effectively solved. We believe that the greatest need of the Agency is for an Executive Development Program, which would be built around a plan to force rotation in a number of top management jobs without usurping line management function or interfering with the intelligence process in the Agency. Except at the higher management levels, we believe the need for the generalist in intelligence is rapidly

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diminishing. All fields making up the matrix of intelligence are becoming more and more specialized, requiring intensive training in the specialty. We believe that out of the specialized components, leaders with executive management capabilities will emerge to be recognized and further developed to assume key positions in the Agency.

14. In an Executive Development Program which would provide a highly developed reservoir of executive talent to fill key Agency positions, we recommend the following:

- a. Include all supergrade personnel up to age 50; all GS-15 and GS-14 personnel up to age 45 in the program.
- b. Allocate to each component in the Agency a proportionate share of positions in each of the above grade levels to be filled by individuals from other components in the Agency.
- c. Allocate to each component a proportionate share of individuals in each of the above grade levels to be released from those grade levels to go to other assignments in other components.
- d. The total number involved in the program should not exceed 200 to 300.
- e. The assignments should be for a period of from two to three years or, if for a lesser period of time, of sufficient duration to thoroughly involve the incumbent in all aspects of the job.
- f. Employees meeting the criteria of grade and age should have a choice as to whether or not they want to be part of the

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executive development program.

g. There are positions falling within the grade level category in 14.a., above which require a highly specialized competency and could not be filled except by specially qualified persons. Such positions should not be a part of the program. However, an incumbent in such a position may have the potential to greater usefulness to the Agency in other key executive positions. The individual should be in the program.

15. The Office of Personnel should be named the central action unit with assigned responsibility for coordinating implementation of executive development policies handed down by the Board. In that Office, an Executive Development Division should be established to monitor and provide the support required.

16. All other personnel in the Agency who are not in the Executive Development Program should be involved in a program of individual development leading toward maximum growth of their capabilities in one or several of the many jobs to be done in organizational units throughout the Agency.

17. The Executive Development Division in the Office of Personnel would have the further responsibility of developing with the Office of Training both general courses and specifically tailored training to meet program objectives.

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18. This program for meeting Agency needs through development does not provide for the creation of a career staff, but addresses itself to the development of an executive reserve. It emphasizes a logical way of providing for the development of exceptional talent to fill key positions, as well as providing for the development of highly competent personnel to fill all other positions in organizational units.

19. Our concern over the misconceptions and confusion which have grown in the minds of employees by the use of the terms "career development", "career", "career staff", etc. leads to a recommendation for clarification, definition and development of new conceptual thinking based on restated Agency objectives.

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